Appendix I: Summary of FSAM Outputs

Summary of FSAM Outputs and Suggested Analytical Techniques

Process Step	Output	FSAM Core Output (Y/N)?	Support for Existing Mandatory Requirements and Management Processes (C=Core, S=Supports)							Suggested Analytical Technique
			Strategic Planning	Capital Planning / Budget	Mission / IT Governance	EAAF Reporting	Solution Development	Security/ Privacy	Value Provided	
Step 1	Governance framework	No			S				Identifies key roles and responsibilities for segment architecture development and shows relationships to existing governance bodies.	Governance framework
Step 1	Segment architecture development purpose statement	Yes	S	S	C	C			Articulates the issues that the segment architecture will address. Guides the core team in the development of the segment architecture.	Segment architecture development purpose statement
Step 1	Core team roster	No			S				Identifies core team and provides organizational and contact information.	Core team roster
Step 1	Core team formation memorandum	No			S				Communicates the existence of the core team, its members, and its purpose.	Core team formation memorandum
Step 1	Core team charter	No			S				Establishes the authority of the project, roles and responsibilities, operational ground rules, decision-making structure, preliminary scope, and stated objectives and goals.	Core team charter
Step 1	Project plan	No			C				Guides the segment architecture development process and ensures timely delivery.	Project plan
Step 1	Communications strategy	No			C				Identifies core stakeholders and ensures that messaging requirements for all stakeholders have been identified and planning for key communications has been accomplished.	Communications strategy
Step 2	Stakeholders and their relationships	Yes	S		S	S			Identifies the appropriate stakeholders and the relationships between them and the servicing organization. Ensures the inclusion of all relevant perspectives on how to overcome the business challenges identified in the segment purpose statement.	Stakeholder map

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Step 2	Business drivers and mandates	Yes	S		C				Provides the foundation from which the segment's performance line-of-sight will be built, demonstrating the linkage to the strategic, business, and investment improvement opportunities identified in subsequent steps.	Driver and policy map
Step 2	Segment scope	Yes			C	S			Helps build consensus within the core team on the range of strategic improvement opportunities and helps focus core team working sessions.	Segment summary
Step 2	Segment context	No			S	S			Provides a visual context diagram corresponding to the segment scope.	Current operating environment diagram
Step 2	Stakeholder needs	No			S				Provides the basis for formulating the consolidated business needs of the segment.	Stakeholder needs
Step 2	Risks and impacts	No		S	S		S	S	Identifies potential high-level risks and impacts associated with the segment scope and context, including risks not addressed optimally by the current environment.	Risk capture template
Step 2	Performance gaps	Yes	S	S	C	S	S	S	Identifies current state performance gaps in order to facilitate prioritization of performance improvement opportunities.	Performance gap analysis
Step 2	Strategic improvement opportunities	Yes	S	S	C	S	S	S	Identifies internal and external factors which affect the achievement of the segment purpose statement. Prioritizes performance improvement opportunities and aligns them with the business needs of the organization as a whole.	SWOT analysis / Strategic improvement opportunities
Step 2	Segment performance goals and objectives	Yes	S	S	C	S	S	S	Establishes the key performance indicators, measures, and metrics that will be used to measure the achievement of segment goals and vision.	Strategic alignment of opportunities
Step 2	Common / mission services target maturity levels	No	S		S				Establishes the target maturity levels required to achieve the segment vision according to segment strategic performance goals and objectives.	Common / mission services maturity framework
Step 2	Segment architecture vision summary	No	S		S				Summarizes the purpose, scope, mission and target vision for the segment, in text and visual forms.	Segment summary
Step 2	Performance scorecard	Yes	S	C	S	C	S	S	Includes strategic, business, program and segment performance data. Conforms to EAAF 3.0 reporting requirements	Performance scorecard

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Step 3	As-is business value chain	No			S	S	S	S	Identifies the high-level logical ordering of the chain of processes that deliver value.	As-is business value chain analysis
Step 3	As-is business function model	Yes				S	S	S	Identifies the business functions that will be affected by potential process improvements. Ensures that processes are analyzed in context with the correct business functions and that appropriate mappings to the FEA BRM are established.	As-is business function model
Step 3	As-is key business process model	No				S	S	S	Defines processes that may require process optimization. Assists in determining high-level information and information security requirements.	As-is business activity model
Step 3	As-is business process swim lane diagram	No				S	S	S	Defines processes that may require process optimization. Assists in determining high-level information and information security requirements.	As-is business process swim lane diagram
Step 3	As-is key information sources and qualitative assessment	No				S	S	S	Documents the sources of information in the current state and determines the most trusted sources of data by information class and data entity.	Authoritative Data Source (ADS) candidate qualitative analysis matrix
Step 3	Business and data architecture adjustment profiles	No	S	S		S	S	S	Groups related opportunities and formally documents the limitations of the current state, desired characteristics of the target state, how the target state will help achieve strategic improvement opportunities, and risk and cost considerations.	Business and data architecture adjustment profiles
Step 3	Target business value chain diagram	No	S	S		S	S	S	Identifies differences in the processes that are currently being provided between the current and target states. Helps determine where new processes are required and where existing processes may no longer be necessary.	Target business value chain analysis
Step 3	Target business function model	Yes				C	C	C	Identifies the business functions that will be affected by potential process improvements. Ensures that processes are analyzed in context with the correct business functions and that appropriate mappings to the FEA BRM are established.	Target business function model
Step 3	Target key business process model	No				S	S	S	Defines optimized processes as required to achieve segment performance objectives. Assists in determining high-level information and information security requirements.	Target business activity model

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Step 3	Target business process swim lane diagram	No				S	S	S	Defines optimized processes as required to achieve segment performance objectives. Assists in determining high-level information and information security requirements.	Target business process swim lane diagram
Step 3	Target conceptual data model	Yes				C	C	C	Provides the structure and terminology for information and data in the target environment. Includes subject areas, information classes, key entity types, and relationships.	Target conceptual data model
Step 3	Target data steward assignments	Yes				C	C	C	Identifies the organization responsible for the creation, maintenance and quality of each information class appropriate to support business activities in the target environment.	Target data steward matrix
Step 3	Target business data mapped to key business processes (CRUD)	No				S	S	S	Help identify candidate information services, including new authoritative data sources, and producers and consumers of information.	CRUD matrix results table
Step 3	Target information sharing matrix	Yes				S	S	S	Assists in discovery of opportunities for re-use of information in the form of information-sharing services, within and between segments.	Target information sharing matrix
Step 3	Target Information Flow Diagram	Yes				S	S	S	Assists in discovery of opportunities for re-use of information in the form of information-sharing services, within and between segments.	Target information flow diagram
Step 4	As-is system and services scoring	No					S	S	Determines where adjustments to the segment systems and services architecture should be investigated.	As-is systems and services description and scoring
Step 4	As-Is conceptual solution architecture	Yes					C	C	Shows the existing systems and services in the as-is state and identifies the relationships between them. May also include an overlay to show the boundaries of key business functions and external organizational interfaces.	As-is system interface diagram
Step 4	Target conceptual solution architecture	Yes		C			C	C	Shows the proposed systems and services in the target state and identifies the relationships between them. May also include an overlay to show the boundaries of key business functions and external organizational interfaces.	Target system interface diagram

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Step 4	Target Service Component Architecture	Yes		C			C	C	Describes service components and the mechanisms for providing service delivery to customers. Provides a framework and vocabulary for guiding discussions between service providers and consumers.	Service component model (SCM)
Step 4	Target Technical Architecture	Yes		C			C	C	Shows the technology components that support service delivery for each SCM service component.	Technology model
Step 4	Integrated service component and technology model	No					S	S	Shows the service-to service interaction, supporting technical components, and information flows associated with each service component. Used to derive the TRM.	Integrated service component and technology model
Step 4	Transition recommendation profile	No			S		S	S	Describes a recommended transition alternative. May include intermediate target states and alternative recommendations based on multiple funding levels.	Transition recommendation profile
Step 4	Transition recommendation sequencing diagram	No			S		S	S	The single, consolidated diagram that shows the transition recommendation sequencing milestones for an implementation alternative.	Transition recommendation sequencing diagram
Step 4	Reuse Summary	Yes		C		C			Describes segment reuse of business, system, and service components from other segments and by other segments. Conforms to EAAF 3.0 reporting requirements.	Reuse summary
Step 4	Data Reuse	Yes		C		C			Describes segment reuse of information exchange packages and data entities from other segments and by other segments. Conforms to EAAF 3.0 reporting requirements.	Data Reuse
Step 4	Recommendation Sequencing Milestones	Yes		C	S	C			Preliminary version of the Step 5 Target Recommendation Sequencing Milestones. Conforms to EAAF 3.0 reporting requirements.	Recommendation sequencing milestones
Step 5	Analysis of cost, value and risk for transition options	No			S		S	S	Informs the prioritization (selection and sequencing) of transition options to formulate a set of implementation recommendations.	Value measuring methodology cost to value matrix
Step 5	Proposed implementation recommendations	No				S	S	S	Comprises the set of implementation recommendations that are used to develop the recommended high-level implementation plan.	Draft recommendation implementation overview visual

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Step 5	Strategic systems migration / sequencing overview	Yes			C	S	C	C	The single, consolidated diagram that shows the transition recommendation sequencing recommendations for the selected implementation recommendations.	Recommendation sequencing diagram
Step 5	Recommendation implementation sequencing plan	No			C	S	S	S	Sequencing plan that includes all tasks associated with the overall transition of business processes, systems and services to achieve the target state. Identifies internal and external dependencies as milestones or predecessor tasks.	Implementation sequencing plan
Step 5	Segment architecture blueprint document (incl. sequencing plan)	Yes	S		C	S	C	C	Description of the overall segment transition plan that is focused on implementation of the business transformation recommendations. Contains descriptions of some of the key analysis performed in prior process steps.	Modernization blueprint
Step 5	Segment Mappings	Yes		C		C			Provides the FEA CRM mappings for the segment and shows the relationship between the segment and its investment portfolio, PART programs supported, and government-wide FTF and e-Gov initiatives.	Segment mappings
Step 5	Transition Plan Milestones	Yes	S	C	C	C	C	C	Provides the implementation and performance improvement milestones for the segment transition plan.	Transition plan milestones
Step 5	Document review log	No			S				A log used to collect review comments and change requests for the segment architecture blueprint.	Document review form
Step 5	Feedback tracking document and feedback action report	No			S				A log used to record feedback and document and track follow-up actions.	Feedback tracking and action report